

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUE

JANUARY 2005 VOLUME 17/NUMBER 1

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

Training Tomorrow's
Intelligence Professionals

DIA Establishes New
DoD IC Battle Lab

AFMIC Responds to
Tsunami Disaster



Senator
John "Jay"
ROCKEFELLER
visits DIA

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The MASINT Road Show •



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ON THE COVER:

Sen. John "Jay" Rockefeller, D-W.Va., vice chairman of the Senate Select Committee on Intelligence, visited DIA on Wednesday, Jan. 19. Meeting the director at the DIAC, Sen. Rockefeller was provided briefings on DIA and General Defense Intelligence Program transformation, DIAC construction, people issues - recruitment, retention and training, and all-source analysis. DIA is the first of many updates with intelligence community members that the senator will be receiving this month. Photo by Staff Sgt. Jera Stubblefield, USAF.

EDITOR'S NOTE:

Photos of the DIA Annual Holiday Party, which appeared on the back cover of the December 2004 Communiqué, were provided by Murray Milton.

Training Tomorrow's Intelligence Professionals



TIP is the First of Several New TE Initiatives That Support the Director's Intent

By Lt. Cmdr. J. Keith Dunbar, USN, TE

Vice Adm. L.E. Jacoby and his board of directors made a new employee training course a top agency priority for 2005. Their goal is a course that infuses the agency's mission, vision and values; acculturates new employees; and shows how each individual contributes to all-source operations.

Tomorrow's Intelligence Professionals (TIP) initiates this vision and shift in culture by providing a course of study for new employees that develops base-line analytic skills and long-term relationships that will form the basis of their professional network.

For DIA to be successful, it has to find, train and retain the best talent possible. TIP is a critical first step in forging a personal connection between the employee and the agency. This course represents an investment in new employees by providing them with a sense of the virtually unlimited opportunities that DIA offers.

The Office of the Training Executive (TE) has always developed and taught courses for very distinct groups such as analysts or collectors, but TIP is a major shift in how TE develops courses to meet both the needs of students and agency requirements.

Developing this course presented several challenges to the TE team. "This is a great challenge for all involved," said TIP program manager Lt. Cmdr. J. Keith Dunbar. "This is the first time that all new, non-clerical, DIA employees at the GG-12 grade and below, military members of rank O-3 and below and selected military enlisted will train together in a single program, regardless of their job description and directorate/organization. TIP prepares this next generation of intelligence professionals for an increasingly complex world where our success will depend on our ability to conduct all-source operations."

TE instructors, curriculum development experts and directorate professionals created a course with the

"wow-factor" that imparts the necessary knowledge and skills to our new employees. TIP takes a non-linear approach in how course material is presented. For example, instead of 2- to 4-day blocks of instruction on collection and analysis, they are now presented throughout the eight weeks of TIP. This allows for tempo changes in curriculum instruction, keeps students interested and engaged and helps the student digest and understand the material.

The TIP experience will introduce participants to a work force that effectively utilizes new tools like the 7th floor Battle Lab. It trains them to bring their substantive expertise to DIA teams working toward the same goals across directorate stovepipes.

Another aspect of TIP is the limited use of PowerPoint to present the course curriculum. TE learned from the Cohort program (the interim program used until TIP was developed) feedback that "death by PowerPoint" is not the best of learning environments. If TIP is to help develop the requisite agility in DIA's future work force, it has to challenge students' capabilities by making them think and discover the solutions themselves, as opposed to having instructors

provide them with a cookbook solution. Instructors facilitate and create student interaction through exercises, case studies and guided discussions. JMITC instructors have discovered that students learn best when they are doing, thinking and communicating knowledge and actually teaching learned skills back to fellow students.

This course uses some of the best training ideas from the intelligence community and combines it with new and challenging instruction. "This course is an agency effort," said Chief Training Executive John Allison. "Every directorate contributed its validated requirements and expertise in support of the TE

*"Everything
we do as an agency,
and as individuals, every
day, must enable all-
source operations."*

— Vice Adm. L.E. Jacoby, USN
Director's Intent

developmental team and the course reflects the quality of everyone's contributions and team work."

The Course Itself

During the eight weeks of TIP, common themes are used to tie together diverse curriculum requirements. The agency's mission, vision and values are reinforced throughout the course. Emphasis is placed on how each subject relates to the concept of all-source operations and how each individual supports all-source operations from their agency assignment.

The curriculum provides:

- An in-depth orientation to DIA and individual skill development.
 - History, current structure and future vision.
 - Life skills that prepare students to be effective and operate in a large agency with a diverse work force.
- Leadership orientation that introduces students to the challenges of leadership, and prepares them for the possibility of deploying in support of the agency's mission to support customers worldwide.
- Orientation to the intelligence community and its customers.
 - Field trips that provide opportunities for students to see where DIA's customers work and to gain an appreciation for the value of the intelligence community in the defense of the United States. Field trips will include Central Intelligence Agency (CIA), Gettysburg, the International Spy Museum and the Pentagon.
 - A distinguished speaker's series that provides students the opportunity to interact and hear from speakers in the Washington, D.C., area on topics of interest to the future of DIA.

TIP Course Topics

- DIA history, organization, mission, vision and values
- DIA and the intelligence community
- DIA and its customers
- Writing and oral communications
- Conflict resolution management
- Understanding the generation mix
- Leadership and follower-ship
- Groups at DIA
- Teamwork, problem solving and decision-making
- All-source operations tradecraft
- Global trends and transnational issues
- Present and future threats to U.S. national security interests
- Deployment potential
- Basic first aid and CPR
- Success at DIA
- Military familiarization and operations

• A high-intensity learning experience.

- Exercise modules that develop teamwork, communication and collaboration skills in dynamic and innovative settings supporting DIA's mission.
- A threaded capstone exercise that ties in different elements of the instruction and reinforces learning objectives throughout the course, culminating in an evaluated exercise where students employ the knowledge and skills gained throughout the course while demonstrating what it takes to support all-source operations.

Creating the DIA Intelligence Professional

An important aspect of TIP is exposure to all-source operations tradecraft. For new DIA employees, regardless of their job title or directorate, a basic understanding of all-source operations is needed. The added benefit is that all DIA personnel use elements of all-source operations in their day-to-day jobs. So while students are learning knowledge and skills that support the agency's vision,

students also learn skills that can be applied to their every day jobs.

Another TIP goal is to expose students to the wide variety of skill sets and jobs within the agency. Regardless of their career choice, TIP helps new DIA employees better understand the varied functions of DIA and gain an appreciation of DIA's role in the national security infrastructure.

The TIP course is the first of many TE courses that will provide career tradecraft training and life-time career development opportunities for the DIA work force.

DIA employees hired from January 2005 onward will be automatically enrolled in TIP through coordination between TE and their respective directorate training focal point. Agency employees hired before January 2005 who desire to attend TIP are urged to consult with their supervisor about being placed on a standby list maintained by their directorate training focal point.

DIA employees on the standby list will be placed in TIP classes on a space-available basis, as determined by their entrance-on-duty date. 

**"We are all
in this together, and we
must make the necessary
changes as a TEAM. We must
all be successful if DIA is to suc-
ceed. The effort involves every
directorate and every activity
within DIA."**

— Vice Adm. L.E. Jacoby, USN
Director's Intent

Upcoming course dates for Tomorrow's Intelligence Professionals

■ TIP 0501	Feb. 28 – April 22	■ TIP 0505	July 25 – Sept. 16
■ TIP 0502	May 2 – June 24	■ TIP 0506	Aug. 29 – Oct. 21
■ TIP 0503	May 31 – July 22	■ TIP 0507	Sept. 26 – Nov. 18
■ TIP 0504	July 5 – Aug. 26		



DIA Establishes New DoD IC Battle Lab

A Think Tank to Solve Analytic Problems, Research Concepts and Support War Gaming Ops

By Ted J. Clark, DS

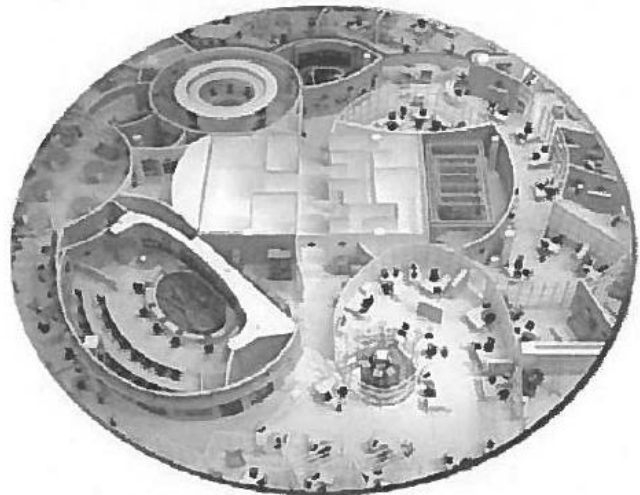
One can never be too prepared. Sometimes that is easier said than done. But in defense intelligence, being prepared is the job, and being prepared means providing the right information to the right person at the right time.

To ensure warfighters, decision makers and analysts have what they need when they need it, DIA established a Department of Defense (DoD) intelligence community (IC) Battle Lab. The Battle Lab operates as a "think tank" through the formation of partnerships with experts in DIA, DoD, the Department of Defense Intelligence Information System (DoDIIS), the IC, government, federally funded research and development centers, universities, national laboratories and other non-profit research institutions in an attempt to:

- solve seemingly unsolvable analytic problems through the use of innovative analytical methodologies and techniques;
- develop, prototype, test and evaluate innovative solutions to analytic problems;
- provide research on new concepts, tactics and tools;
- identify and resolve gaps in analytic capabilities and technologies; and
- provide support to war gaming operations.

The Battle Lab staff comprises experts in the Directorate for Analysis (DI) and the Directorate for Information Management and Chief Information Officer who work directly with users to identify requirements and find potential capabilities to solve difficult issues. The Battle Lab will sponsor experiments with advanced analytical methodologies and prototype state-of-the-art technologies to resolve difficult intelligence issues using real data.

Today, the Battle Lab is supporting the stand-up of the first interagency integrated analysis/collection team to take a complete look at nuclear weapons programs from research and development through deployment. War gaming activities that test intelligence assumptions also will be supported with Battle Lab technologies and methodologies. As new capabilities mature and are proven against real-world problems, they are handed over to the appropriate DIA elements for implementation across DIA.



A scaled model of the battle lab, located in the Defense Intelligence Analysis Center.

Battle Lab capabilities will include access to a JWICs-high experimental LAN that will allow testing of new, uncertified technology against intelligence data stores. The Battle Lab also will explore state-of-the-art commercial/government technologies for use against intelligence problems. For example, the leading-edge, industry-proven application Senturion, offered by Sentia Group, uses algorithms from decision theory, risk theory, spatial bargaining models and game theory to provide a unique predictive analysis capability.

Recently, the Battle Lab tested Senturion's capabilities to make a prediction about Yasser Arafat's successor. With input from DI and Directorate for Intelligence, J2 subject-matter-experts, Senturion accurately predicted that Abu Mazen would be Arafat's successor—and offered predictions on the yet-to-be-proven precise means by which he will be able to retain power.

Tools such as Senturion can also be of tremendous value simply in capturing the accumulated knowledge and varied expertise of senior analysts (e.g. before they retire) in an unobtrusive way, for collaborative knowledge sharing and institutional memory.

To see a demonstration of the predictive analysis capabilities or to discuss user requirements, send an e-mail to Battle Lab or contact Ted Clark, 202-231-3252; Ann Griffith, 202-231-3347; or Kelcy Allwein, 202-231-5958. 

Lt. Gen. Sanchez Keynotes Hispanic Observance

This Year's Theme: Making a Difference in Our Communities and in Our Nation



By Nancy E. Scott, MD

DIA welcomed Lt. Gen. Ricardo S. Sanchez as guest speaker for the National Hispanic Heritage Month observance held at the DIAC in October. Sanchez currently serves as the commander, V Corps, in Stuttgart, Germany and he previously served as the commander, Joint Task Force-7, in Iraq. He is the highest-ranking Hispanic American in the United States Army.

The observance celebrates the contributions that Hispanic Americans make to American culture. In his introductory remarks, Vice Adm. L.E. Jacoby quoted President Bush in this year's National Hispanic Heritage Month Proclamation: "Hispanic Americans have enriched our nation through contributions in many professions and fields, including education, law, government, business, science, sports and the arts. Since our nation's founding, Hispanic Americans have served bravely in the United States armed forces, earning more than three dozen medals of honor and numerous distinguished military decorations for their leadership, courage and patriotism. Today, Hispanic Americans in our armed forces, National Guard and Reserve units continue this proud legacy as they stand watch on the front lines of freedom. The hard work, values and devotion to community of Hispanic Americans set a positive example for all Americans." Jacoby reinforced President Bush's words by remarking that at DIA, Hispanic employees have been, are and will continue to be catalysts for positive change.

Sanchez was received warmly by the event participants. He spoke of pride — not only of heritage but of military service. He stated, "It is our nation's diversity that provides the strength and values that we need to conquer the terrible threat that terrorism poses to our

freedom and to our people." He reminded the audience that "Hispanic Americans are playing a huge role in the Global War on Terror, and that the Hispanic community has much to be thankful for and should be proud of the progress and contributions they have made." He also said that there are hundreds of thousands of Defense Department personnel scattered throughout the globe

working side-by-side without regard to race, color, religion, place of birth or social standing.

According to Sanchez, "There is no better ambassador throughout the world than America's military — and they demonstrate their values daily in some very harsh locations around the world. Never forget and make no mistake: the diversity of our society and our military is also our strength. Most importantly, our Hispanic culture and Latino heritage has played a large and very important role in the military's history of embracing ethnic diversity since desegregation."



Lt. Gen. Ricardo S. Sanchez addresses the standing-room only crowd in the Tighe Auditorium.

Photo by Staff Sgt. Lena T. Stubbfield, USAF

Sanchez remarked that we should not forget that young Hispanics are on the front lines, along with Americans of all ethnicities, serving their country every day. He remains excited about the future that lies ahead for the next generation of Hispanic leaders. "The roles and opportunities that will be available for Hispanics in America's future are limitless." He concluded by telling the crowd, "Celebrate our heritage, rejoice in its values, be proud of our culture and remember our Hispanic heroes and their place in American history."

National Hispanic Heritage Month is observed annually during September 15 through October 15. Anyone interested in viewing a video of the 2004 Hispanic Heritage Month celebration should contact the MD Office, 202-231-8178. 

The MASINT Road Show

DT Unveils the Mystery of MASINT in its Road Show for DI Analysts

By Laura L. Sifuentes, DT

It began with a simple concept: take measurement and signature intelligence (MASINT) to the masses! The masses in this case are the heart of the DIA corps, the analyst. Why? For many, MASINT is shrouded in mystery and misunderstanding. People have heard of it but don't exactly understand what it is and how it is used.

Enter the Directorate for MASINT and Technological Collection (DT) and its MASINT road show, with the objective to uncover and unveil the MASINT conundrum.

In an effort to be proactive in cultivating and promoting MASINT to the end-user, DT developed a pilot program for analysts in the Directorate for Analysis (DI). Both directorates came up with a plan and topics to cover, and ultimately delivered a program consisting of a general MASINT overview and subsequent MASINT topical workshops that analysts would find relevant and useful in their work. The coordinated sessions were then introduced at the DIAC, with one session offered in Pentagon, to accommodate DI analysts.

The general MASINT overview, dubbed "MASINT day," was held Sept. 16 in the Tighe Auditorium, and consisted of two separate sessions. With the support of the MASINT Training and Education Division, the sessions were a success with more than 100 personnel attending both gatherings.

Following MASINT day, nine topical MASINT workshops were then held from Oct. 5 through Nov. 17. The material was covered in a 2-hour timeframe and presented in a smaller and, thus, more intimate venue, with approximately 35 participants per session. These smaller workshops were designed to be interactive and personal so that participants could closely engage with the instructors by providing examples of current work challenges. Instructors could then better assist the participants with applying the appropriate MASINT applications specific to those challenges posed in the classroom.

Topical workshop sessions included:

- The MASINT Requirement System (MRS) overview
- Underground facilities
- Security policy
- Nuke/chem/bio
- Missile proliferation
- MRS database navigation
- Counterterrorism / counternarcotics
- Collection strategies
- Critical infrastructure protection

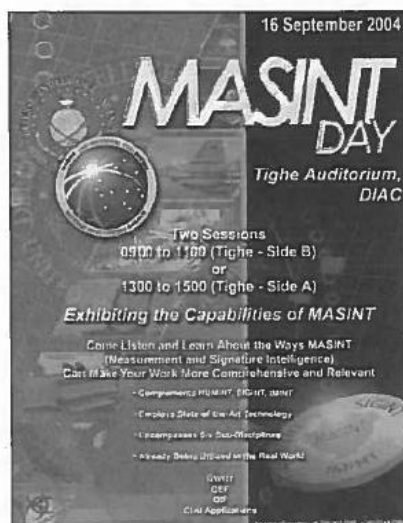
An on-line registration process was established on the DT Web site to gauge the type of audience and interest in MASINT. The interest was overwhelming with 80 percent of the workshops registered to capacity, thanks to a well advertised effort by folks in DI's Human Capital Management Staff and Counterproliferation Support Office.

Overall, the workshops were well received by the analysts based on the feedback survey. Moreover, there was a cumulative participation rate of 70 percent and many of the workshops had repeat participants.

Based on the favorable outcome and demand of this MASINT road show, plans are underway to repeat these sessions again in 2005 to the DI work force and to other groups

within the intelligence community. Creating a demand for MASINT is a priority for DT, particularly because MASINT is continually proving to be a successful instrument in providing intelligence information in operational environments. MASINT fills the gaps left by signals intelligence, imagery intelligence and human intelligence.

DT is committed to making the intelligence community MASINT-savvy and further making MASINT a standard application for intelligence gathering. Particularly for the analysts, who are the principal beneficiaries of this sophisticated, complex and technical tool. 



HMX-1 Lands in Support of JWS

DI Analysts Learn About Marine Air Operations During Helicopter Landing at the DIAC



By Gunnery Sgt. Jeffery S. Setzer, USMC, DI

A CH-53E Super Stallion helicopter from the United States Marine Corps (USMC) Helicopter Squadron HMX-1 touched down at the Bolling Air Force Base helicopter pad in front of the Defense Intelligence Analysis Center Nov. 16. Gunnery Sgt. Jeff Setzer coordinated the event to educate DIA analysts about Marine air operations pertaining to non-combatant evacuation operations (NEOs).

The USMC crew comprised pilot Maj. Tansey, copilot Maj. Pollard, crew chief Sgt. Finn and crew member Lance Cpl. Green. The aircraft belongs to HMX-1, the USMC helicopter squadron responsible for flying the President of the United States to and from the Washington, D.C., area.

Analysts assigned to the Directorate for Analysis' Operational Environment Analysis Division (JWS-2) routinely provide direct support to deployed forces around the globe, producing all-source strategic and tactical intelligence products. Responsible for identifying helicopter landing zones and areas (HLZs and HLAs) in support of NEOs, DIA analysts gained an appreciation for what it is like to be inside a Marine helicopter and

the type and level of operational intelligence support required by the aircrews.

The crew gave detailed explanations to questions from JWS-2 analysts. The static display of the tactical CH-53 enabled the analysts to get a crew view of a helicopter, since they had access to every part of the aircraft, including the flight deck. Afterward, Tansey gave a brief detailing of the operational and informational needs of the USMC pertaining to air insert and extract requirements for conducting NEOs, including preferred and minimal size HLZs and HLAs, maximum slope and hazards that analysts and intelligence officers should look for and identify when building support products.

The CH-53E is a medium-lift helicopter built by Sikorsky Aircraft Corporation. The fuselage is 73 feet, 4 inches long and 8 feet, 10 inches wide. It has a cruising speed of 173 mph at sea level, and can carry up to 30,000 pounds internally.

Attended by 30 personnel, this event will have a resounding impact on how the warfighter is supported in future NEO operations, and in assisting Marines in their preparation for planning and execution of NEOs. This educational insight between DIA and the Marines will enhance DIA's ability to further lead the intelligence community from the front, while supporting warriors in air, on land and at sea. Semper Paratus



HMX-1 flight crew and JWS-2 personnel stand with CH-53E aircraft.

photo by Gunnery Sgt. Jeffery S. Setzer, USMC



DIA & NSA: Partners in Collaboration

DIA and NSA Embark on a Collaboration Program to Share Information

By Sharon A. Houy, DX

The directors of DIA and the National Security Agency (NSA) have embarked on an information sharing and collaboration program to break down barriers and increase the signals intelligence (SIGINT) information flow to DIA, and to improve our understanding of foreign threats.

I was asked to represent DIA at NSA in 2003 to fundamentally transform our relationship and increase the flow of SIGINT information to DIA in support of our combat support agency mission. Since that time, DIA and NSA have embarked on a strategic relationship centered on information sharing at an unprecedented level. None of these projects were easy; they challenged existing policies and practices, pushing the envelope on cross-agency knowledge transfer. The DIA-NSA quarterly meeting conducted Oct. 22 focused exclusively on information sharing.

Until now, the DIA representative at NSA was a one-person shop. The new mandate and expanded charter required additional staff, and today, we are a three-person operation consisting of myself; Chris Yates, the deputy representative; and Dionne Hinton, the assistant. Together, we are implementing DIA's strategic goal to seek knowledge through collaboration.



DIA representatives to NSA Chris Yates, Dionne Hinton and Sharon Houy discuss an upcoming visit of DIA's Office of Operations Chief Robert Adams.

Through our on-site presence, we are able to advance the director's mandate for data access and collaboration, and handle the multitude of high level meetings that go along with it.

Our growing office was quickly immersed into the day-to-day activities of both DIA and NSA. We are the conduit for the daily reporting from DIA and begin each day looking for the overnight production and information memos that are of interest to NSA seniors. We are invited as equal partners into NSA staff meetings, and we attend the NSA chief of staff's meetings, the corporate review group, the Signals Intelligence Directorate (SID) staff meetings, the weekly NSA director's campaign updates and the signals intelligence technical reviews. These meetings are important vehicles for communicating priority DIA issues to NSA, but also for seeking areas for collaboration. Our challenge is to keep abreast of the growing DIA requirements for our analysts and collectors to collaborate on and to gain access to unpublished SIGINT.

During the past year, there have been several major changes in the way DIA and NSA do business together. The goal, however, is to make system-wide changes in how the intelligence community shares information at the earliest point of consumability — to make all-source analysis truly all-source. These ad-hoc projects identify solutions for a broader application.

One of the policy-busting successes that occurred in 2003 set the precedent for DIA analysts gaining access to NSA data on a part-time basis. Approval was extremely difficult to acquire, but now makes it relatively simple for DIA analysts to access data. This allows them to have access to unpublished SIGINT two to three days a week while continuing their normal DIA responsibilities.

The pending memorandum of understanding (MOU) be-



DIA representatives meet with NSA seniors to discuss Vice Adm. L.E. Jacoby's requirements for enhanced information sharing with NSA.

tween DIA and NSA regarding collaboration through integration is already making our collaborative work easier to accomplish. Although the MOU is still being coordinated, we are able to use this MOU to cover our employees working at NSA.

Another breakthrough has been accessing NSA information at DIA. Our two agencies signed the MOU in January 2004 between NSA/SID and DIA's Joint Intelligence Task Force for Combating Terrorism regarding the sharing of terrorism-related information, intelligence and analysis. As a result, NSA has provided access at DIA to more than a dozen databases containing terrorism data, and DIA has reciprocated by providing sensitive information to NSA. Although extremely difficult to implement, this has broken new ground on sharing SIGINT databases outside NSA. The challenges are many, from developing procedures to allow this kind of sharing to new policies that one day may allow the all-source publication of unpublished SIGINT.

The biggest challenge of all will be how to broaden this kind of sharing on a larger set of topics to meet the requirements of the Defense Intelligence Analysis Pro-

gram (DIAP, or "3M" — master, measure, and monitor). This new production plan is designed to enhance the ability of defense intelligence to focus on critical areas of national security interest, while maintaining a perspective on potential emerging threats. Success will be dependent on improving our ability to conduct all-source analysis at higher levels of sophistication and fidelity.

As agreed by our two directors at the quarterly meeting, DIA implementation of the DIAP will set our priorities for follow-on collaboration with NSA and access to SIGINT data at DIA. Vice Adm. L.E. Jacoby's Nov. 1 memorandum to NSA Director Lt. Gen. Michael V. Hayden regarding agency requirements for enhanced SIGINT support and the way ahead, identified the most significant challenge as redefining the relationship between SIGINT and all-source analysts, to fundamentally change the nature of our relationship. It identifies key areas for data access at DIA and for collaboration with our SIGINT partners. Implementation of this letter will be the top priority of DIA representatives at NSA. 🌐



AFMIC Responds To Tsunami Disaster

AFMIC Moves Into Action to Support Tsunami Relief Efforts

By Lynn A. McNamee, DI

While many people stared in horror at television reports of the tsunami that struck southern Asia Dec. 26, DIA's Armed Forces Medical Intelligence Center (AFMIC) moved into action.

That action included:

- assessing infectious disease and environmental health risks in the disaster area;
- assessing the status of medical facilities and humanitarian operations in the disaster area;
- expanding hours of operation;
- establishing critical contacts with other responding agencies; and
- deploying two AFMIC analysts forward to assist U.S. Pacific Command.

Immediately after the crisis, AFMIC analysts began producing updated intelligence assessments, and the center's Knowledge Management Team soon stood up SIPRNet and JWICS crisis pages that customers could use as a one-stop resource for medical intelligence on the disaster.

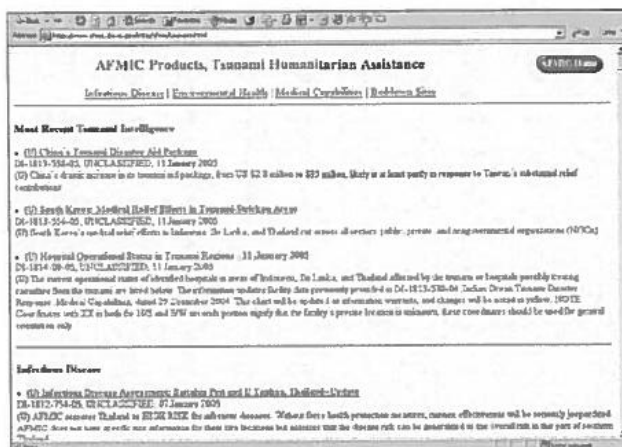
In addition, a push was made to write-for-release and ensure same-day posting of products to Stone Ghost and Quadripartite Medical Intelligence Exchange



(QMIX) sites. What began with one posted assessment, (U) *Asia: Health Impacts from Indonesian Earthquake and Tsunami*, quickly grew to more than 100 items, including assessments of potential bed-down sites for deploying forces.

AFMIC also quickly expanded its hours of operation to keep pace with the rapidly evolving situation. Under the direction of an internal crisis cell led by AFMIC operations, key analytical and support personnel were identified and dedicated to round-the-clock support of PACOM, including the PACOM J-2, PACOM surgeon, the Joint Intelligence Center Pacific (JICPAC) and the Joint Task Force/Combined Support Force (JTF/CSF)-536.

Existing contacts with partner agencies were tapped and others established to ensure a coordinated effort. Those agencies include the U.S. Centers for Disease Control and Prevention (CDC), the U.S. Department of



AFMIC quickly stood up SIPRNet and JWICS crisis pages that customers could use as a one-stop resource for medical intelligence on the tsunami disaster.



Aftermath of the tsunami wave that struck the coastal town of Xaafun, Somalia.

Agriculture, DoD Global Emerging Infections Systems (GEIS), former AFMIC integrated officers and other partners worldwide.

In addition, Tim Latta, infectious disease senior intelligence officer, deployed as a liaison officer (LNO) to Camp HM Smith in Hawaii to assist PACOM Headquarters. Lt. Col. James A. Mullins, USAF, Biomedical Sciences Corps, infectious disease intelligence analyst, deployed as an LNO to JTF/CSF-536 near U Tapao, Thailand, to work with the J-2 and the JTF surgeon.

AFMIC's timely response earned kudos from many, including the Assistant Secretary of Defense (Health Affairs), PACOM J-2, PACOM surgeon, U.S. Strategic Command surgeon, State Department and the CDC.

A DIA field production activity, AFMIC is located on Fort Detrick in Frederick, Md. AFMIC produces finished all-source medical intelligence in support of the Department of Defense and its components, national policy officials, and other federal agencies. 





JMIC Satellite Campus Opens Doors at NGA

Campus Keeps the JMIC at the Forefront in Educating America's Intelligence Professionals

By Charles R. Norville, MC

The new Joint Military Intelligence College (JMIC) satellite campus at the National Geospatial-Intelligence Agency (NGA) is officially open for business.

The initial cohort of 16 part-time students reported for orientation in August 2004 and began classes in September 2004. NGA students take classes two days a week at the new high-tech, state-of-the-art NGA facility housed in Building 213, Washington Navy Yard.

The new campus offers NGA employees the full slate of core courses offered by the Master of Science of Strategic Intelligence (MSSI) program, as well as a range of elective courses. In addition, two new concentrations are available at the NGA facilities that are not offered at the main campus.

The new geospatial intelligence (GEOINT) concentration features three new elective courses that cover a broad spectrum of GEOINT-related topics and issues. A thesis on a GEOINT-related topic rounds out the concentration. The other new concentration in advanced geospatial intelligence (AGI) is available through a memorandum of agreement between the JMIC, NGA and the Air Force Institute of Technology (AFIT) at Wright-Patterson Air Force Base in Dayton, Ohio. Under this agreement, MSSI students can take geospatial measurement and signature intelligence courses at AFIT and apply credits they earn there toward the completion of their MSSI degree. An AGI-related thesis rounds out the AGI concentration requirements.

The NGA program has other unique features, as well. Foremost among these is a groundbreaking

pilot initiative in distributed learning. Currently, half of the NGA students live and work in the St. Louis, Mo., area and the other half are located in the greater Washington, D.C., metropolitan area. To meet the requirements of the program, a combination of on-site and distributed instructional techniques are being tried. The first term has seen a variety of these initiatives: JMIC faculty traveling to St. Louis, St. Louis-based students traveling to Washington, classes held via video tele-education (VTE) or teleconference and on-line instruction via web-based materials. Through

this pilot effort, JMIC is pushing the edge of the distance instruction envelope and is reaching an NGA student population that would not otherwise have access to the program.

The NGA campus constitutes the second JMIC satel-

lite campus — the other being at the National Security Agency. The addition of a second satellite campus further expands JMIC's ability to reach students that would otherwise be unable to avail themselves to the rich educational experiences offered by the MSSI program.

The new JMIC satellite campus is but the latest in a long line of distinguished accomplishments that have kept the college at the forefront of the ongoing effort to educate America's military and civilian intelligence professionals to meet the challenges of the 21st century national security environment. 



(Above Left) A. Denis Clift, JMIC president, and Retired Lt. Gen. James Clapper, NGA director, congratulate each other on the opening of the NGA campus.



(Above Right) Amy Murray, former program director for the NGA campus, and Sam Birchett, director of the NGA campus, proudly display the ceremonial opening cake.

Veterans Day 2004

DIA Hosts VA Representatives at the 2004 Veterans Day Observance at the DIAC



By Noemi Pizarro-Hyman, MD

DIA observed Veterans Day in a unique way in November. It brought in representatives from the Department of Veterans Affairs (VA) to share important information with the work force about the benefits and services available to them as veterans and families of veterans.

Command Sgt. Maj. Terence R. McConnell delivered welcoming remarks at the Nov. 8 event, highlighting the significance of Veterans Day. He introduced the three keynote speakers: Sanford M. Garfunkel, director of the Washington, D.C., VA Medical Center, Veterans Health Administration; Janet LeClerc, a certified vocational rehabilitation and employment counselor, Veterans Benefit Administration; and Richard Wannemacher Jr., Acting Deputy Under Secretary for Memorial Affairs, National Cemetery Administration.

Garfunkel shared his experiences as director of one of VA's flagship facilities. He spoke about his responsibilities, the number of patients serviced, the geographical areas served by the facility and the ways in which VA has sought to improve the delivery of veteran health care. He also shared changes in the delivery of future services, specifically in the area of accessing patient records, regardless of their location.

LeClerc provided information about veterans' benefits, to include career counseling, home loan guarantee programs, women's health care issues and educational opportunities. She distributed a VA information source sheet containing phone numbers and Web sites of areas covered by the Veterans Benefits Administration. LeClerc highlighted the services presently being provided to family members of deceased soldiers and soldiers returning from the Global War on Terrorism. The message VA wants to send is that of being proactive in providing the first-class services these men and women have earned.

Wannemacher Jr., spoke about the mission of the National Cemetery Administration and its commitment to honor veterans at the time of death. He shared a pamphlet with the audience, which provided information about burial benefits.

The observance concluded with closing remarks delivered by retired Master Chief Petty Officer William J. Bennett, the playing of Taps, a moment of silence, a services' musical medley and a benediction delivered by Chaplain Mueller.

For additional information on veterans' benefits, please visit www.va.gov or call 1-800-827-1000. 🌐



Director of the Washington, D.C., Department of Veterans Affairs Medical Center, Veterans Health Administration Sanford M. Garfunkel, shares information with event attendees concerning his experience as director of one of VA's flagship facilities.



Retired Master Chief Petty Officer William J. Bennett, and program manager of DIA's evaluation boards, discusses the importance of remembering military service members and their families for their service and sacrifices to our country.

photo by Staff Sgt. Jera T. Stubblefield, USAF

photo by Staff Sgt. Jera T. Stubblefield, USAF



GMU Students Assess DIA Programs

George Mason University Students Assess DIA Projects for Chief Financial Executive

By DeNain Paddio and David Larrea, George Mason University

As part of a university management course, seven students from the George Mason University (GMU) School of Management program analyzed DIA's career development plan and student programs and compared it with other organizations with more mature training programs.

The GMU students: Carmela Amato, Glenn Flanagan, Crystal Guerrero, David Larrea, DeNain Paddio, Gwendolyn Reynolds and Cathleene Smith, met for the first time Aug. 28 on the first day of the GMU fall 2004 semester in their Principles of Management class. During the semester, we would participate in an experiential learning assignment that would afford the opportunity to manage projects in real-world organizations.

The seven assembled in the far right corner of the room to assign ourselves to the DIA-sponsored project. Course instructor Dr. Ellen F. Eland was wary that

seven may be too many to work together productively; however, not one was willing to move to another group. In scholastics, the perception is that the larger the group the more difficult it is to come to a meeting of the minds. Fortunately, that was not the case. From the initial meeting, we cohesively worked together as a group.

In early September, the team met with Laurie Kelly, D.R. "Luke" Rentschler and Kristin Golias of DIA's Resource Management Office where the project was explained. DIA's Chief Financial Executive (FE) is bringing a stronger business perspective to the table, and in doing so, wants to become more strategic in terms of handling finances. As a result, FE developed a career development plan in June 2003 and is in the initial stages of implementing the program. FE asked the GMU team to offer suggestions on best practices and to grade its programs using their research as a guideline.



George Mason University students pose after their final report presentation to FE managers. Pictured (L-R) David Larrea, Glenn Flanagan, Crystal Guerrero, Cathleen Smith, Kristin Golias, D.R. "Luke" Rentschler, Gwendolyn Reynolds and Carmela Amato.

The team divided the research into three areas: fellowship programs, training programs and mentoring programs. During the project, we had various meetings with the DIA managers. Two that particularly stand out is the lunch meeting and the day Golias visited the management class on campus. The team illustrated its findings during the lunch meeting – prior to presenting the final report – and felt confident that the project was on track with DIA expectations. At the instructor's request to have managers visit the class to discuss management, Golias was more than willing to take personal time from her day to do so. She was the first manager to visit the class and did an outstanding job! She set the expectation level high for the managers who followed. Golias also had the opportunity to plug DIA's Summer Intern and FE's Financial Management Leadership Fellowship Programs.

After extensive research, we presented our final report to Michele Platt, DIA's chief financial executive. We were a bit intimidated as she entered the room, but her positive comments and questions made us feel more comfortable and proud of the final output. Once the presentation was completed, she awarded each student a DIA certificate of commendation.

As college students, we are grateful for the opportunity to work with such a prestigious organization as DIA. It was a great learning experience as we were able to utilize information received in our management classes as to performing the four basic functions of management: planning and decision making, organizing, leading and controlling. We feel good about our research and the reports we submitted. Based on the input we received, we believe that our DIA managers were quite pleased with our work, as well. 

Final Report Summary

FE's Financial Management Leadership Fellowship Program was compared to the Central Intelligence Agency, Federal Bureau of Investigation (FBI), National Security Agency (NSA), U.S. Department of State and Walmart. Pay scale, job rotation, reimbursements, time period and academic requirements were compared. DIA has one of the highest pay scales for interns/fellows. FE assigns mentors to the intern, which is essential for them to feel more comfortable within DIA. The use of job rotation helps fellows experience all the different areas of the organization. The academic requirement and time period is the same as the other government agencies researched. However, NSA and FBI offer interns help with relocation expenses. Offering relocation expenses may be a way for DIA to sway someone's decision on choosing an employer.

FE's training program was compared to SAIC, EDS and Booz Allen Hamilton. FE has in place defined levels of expectations including development plans that are clearly spelled out, individual development plans that are regularly updated and a core competency framework detailing opportunities to advance by career field. FE also has a defined timetable that provides a clear understanding of procedures and length of time to formalize training annually. Payment, time provided and types of training are competitive as well. Overall, the FE program is on a firm course to success.

FE's mentor program has not yet evolved enough to grade. Instead, information was provided on how to implement an effective mentoring program based on research we completed. Best practices were also shared from Booz Allen Hamilton, Army Civilian Personnel, Northrop Grumman and the National Labor Relations Board.

Special Emphasis on Diversity Training

SEP Managers Refine EEO and Program Management Skills at DEOMI Training

By Angela P. Morton, MD

The Diversity Management and Equal Opportunity Office (MD) sponsored the Defense Equal Opportunity Management Institute (DEOMI) Special Emphasis Program Manager (SEPM) course in Huntsville, Ala., in June.

Based at Patrick Air Force Base in Florida, DEOMI provides equal opportunity education, training and research for the Department of Defense. The program has trained more than 20,000 equal opportunity service advisors and professionals who have enhanced combat readiness by fostering positive human relations throughout a diverse armed services.

Armando Rodriguez, MD chief, and Clyde Walker, director, Missile and Space Intelligence Center (MSIC), presented opening remarks to more than 30 collateral-duty and full-time SEPMs from the Defense Intelligence Analysis Center, MSIC, the U.S. Army Aviation and Missile Command, the NASA Marshall Space Flight Center (MSFC) and the Army Corps of Engineers.

The week-long training focused on the intra/interpersonal and organizational aspects of equal em-

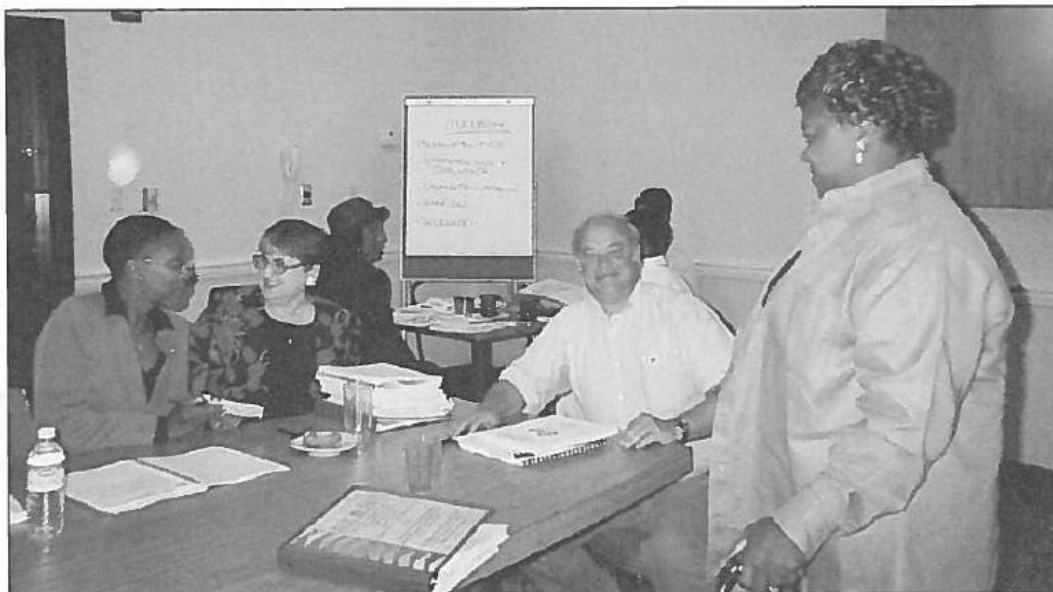
ployment opportunity (EEO) and program management skills. Through lectures, supervised practical exercises and small group discussions, DEOMI instructors Jene Liaci and Mary Cooler helped students develop a base of knowledge and skills that will enable them to serve as more effective SEPMs. The training introduced discrimination causes and effects, EEO programs for federal employees and employment applicants, civilian personnel/human resource management and valuing diversity. It also covered SEPM roles and responsibilities, communication and briefing skills, staff coordination, EEO data analysis and effective SEP planning and management.

The following week, DIA SEP members participated in a strategic planning session using theories and knowledge from the DEOMI course. Led by Susan Sternad-Basel, MD deputy chief, the group completed an in-depth work force analysis of DIA statistics on new hires, promotions, awards, training and attrition. The effort successfully identified underrepresentation of women, minorities and people with disabilities in DIA, as well as possible barriers. The group then developed an action plan to eliminate inequities.



DEOMI instructors Mary Cooler and Jene Liaci pose with Armando Rodriguez, MD chief, and Susan Sternad-Basel, MD deputy chief (left to right).

photo by Angela P. Morton



(Left) Chanel Leslie (NASA), Carolyn Manders (MSIC), Stephen Rowe (MSIC) and Louise Pickett (MSIC) brainstorm ideas at DEOMI training.

(Below) Dexter Bellber (DIAC) and Ijea Alfred (MSIC) take a break from DEOMI training

photo by Angela P. Morton

Rodriguez shared MD's vision with the planning group, "Strengthening our national security by building a premiere, responsive work force predicated on diverse analytic depth, collection expertise, mastery of technology systems, innovative security measures and creative human resource polices, processes and practices to ensure equal opportunity and full utilization of DIA's human capital."

The SEP is an integral part of the diversity management program established by law to assist in attaining that vision. It serves as an extension of MD's partnership with management to:

- assist in compliance with the law;
- represent its constituencies;
- participate in the affirmative employment plan process;
- provide the work force with effective management tools and communication skills for successfully leading and managing in a multicultural work force and society;
- maintain visibility and involvement in community outreach and recruitment activities; and
- promote and organize programs that educate DIA employees on issues and cultures as they relate to women, minorities and people with disabilities.

For further information on special emphasis programs, contact Noemi Pizarro-Hyman at 202-231-8956; or Angela Morton at 256-313-7271. 🌐



photo by Angela P. Morton

Join a Council!

The following groups support special emphasis programs at DIA:

- African American Council
- Asian Pacific American Council
- Deaf and Disabled Persons Employment Program Council
- Federal Women's Program Council
- Hispanic Employment Program Council
- Native American Program Council



Diversity and Equal Opportunity in the 21st Century

The Inside Scoop on DEO-21, One of DIA's Required Annual Training Courses

By Dorothy G. Campbell, MD

The Diversity and Equal Opportunity in the 21st Century training course (DEO-21) was developed to help DIA personnel hone the skills and tools needed to work, manage and lead in an increasingly diverse work place.

Our agency has a greater range of generations and national origins than it had several years ago. This continuing shift in demographics necessitates the need to reinforce the protection of our most valuable assets — our workforce — by promoting and institutionalizing the best practices that fosters full inclusion and equality for all employees in hiring, promotion and retention.

The Diversity Management and Equal Opportunity Office (MD) sponsors the DEO-21 course and frequently receives questions about the training. Here are some of the most commonly asked questions:

Who needs to take this course?

Per a Feb. 9, 2004 memorandum issued by Vice Adm. L.E. Jacoby, DEO-21 became mandatory for all DIA employees: military, civilian, supervisors and managers.

I'm a contractor. Do I need to take DEO-21?

Contractors may attend the DEO-21 course if allowed by their contracts; speak with your contract representative for more information.

When is DEO-21 offered?

The course is offered throughout the year in two parts: an initial three-day training course and a half-day refresher course. Check eZHR for specific dates and times.

What is the difference between the three-day and the half-day training?

The three-day course is designed for personnel who have not attended diversity training at DIA. The half-day course is a refresher that is required annually to update participants on changes in equal employment opportunity (EEO) law and DIA policy, and to help build practical skills that enhance productivity and performance.

Do I need to take the course if I've previously attended a EEO course at DIA?

Yes, all personnel who attended any iteration of EO 100, the predecessor EEO/diversity training course, are required to attend the four-hour refresher training annually. Those who did not attend EO 100 must complete the three-day DEO-21 course and thereafter must complete the refresher training annually.

Where is DEO-21 offered?

The course is currently offered at locations on Bolling Air Force Base, the Pentagon, Clarendon, the Missile and Space Intelligence Center in Huntsville, Ala., the Armed Forces Medical Intelligence Center in Frederick, Md., and Hanover, Md. Check eZHR for dates and locations.

I notice that many classes are held at the Bolling Air Force Base Chapel. Where is the chapel located?

The chapel is Building 3610 at 310 Angell Avenue. From the main gate on MacDill Boulevard, turn left onto Chappie James Boulevard. The chapel is approximately 1/4 mile past the gas station on the left side of the street. There is ample parking at the chapel but there are no vending machines, so don't forget to bring your own coffee!

What if I'm deployed, do I still have to meet the training requirement?

Yes, agency personnel at other locations are trained using a compact disc-based program available through field personnel training contacts. A video-based program is in production and scheduled for release in fiscal year 2005. To ensure you receive credit for the field training, e-mail your name and training completion date to Dorothy Campbell, Susan Sternad-Basel, or Chief Petty Officer Kenneth Edwards, USN, in the MD office.

If you have more questions concerning the DEO-21 course program, contact Dorothy Campbell, the course manager, at 202-231-8178. ☎

Civilian and Military Personnel Update

Retirements, Promotions, Awards and New Hires in December 2004



by Office for Human Resources, DAH

Personnel Awarded DIA Military Awards of 2004:

Army SNCO of the Year:

Master Sgt. Douglas C. Anderson, USA

Air Force NCO of the Year:

Tech. Sgt. Andrew S. Morgan, USAF, DT

Navy Sr. Sailor of the Year:

Petty Officer Tomeka C. Vaughn, USN, DS

Navy Jr. Sailor of the Year:

Petty Officer Kethura I. Clarke, USN, DI

Navy Blue Jacket of the Year:

Petty Officer Michael L. Bullock, USN, DS

Personnel Awarded DIA Joint Military Awards:

Senior Enlisted Member of the Quarter:

Master Sgt. Jerry Temple, USAF, DI

Junior Enlisted Member of the Quarter:

Sgt. Brian St. Onge, USA, DT

Personnel Awarded DIA Military Service-Specific Awards:

Army SNCO of the Quarter:

Sgt. 1st Class Timothy Lewis, USA, DI

Air Force SNCO of the Quarter:

Master Sgt. Valencia Folks, USAF, J2

Air Force NCO of the Quarter:

Tech. Sgt. Eric S. Lawson, USAF, DT

Navy Sr. Sailor of the Quarter:

Petty Officer Mark Holmes, USN, DS

Navy Jr. Sailor of the Quarter:

Petty Officer Kethurah I. Clarke, USN, DI

Recipients of DIA's military awards at the Jan. 24 ceremony held in the Tighe Auditorium. Pictured (L-R) are Capt. Elizabeth Train (Officiating Officer), Petty Officer 1st Class Mark Holmes, Sgt. 1st Class Timothy Lewis, Master Sgt. Anthony Liberta (the DI SEA received on behalf of DI service members), Petty Officer 2nd Class Kethurah Clarke, Tech. Sgt. Eric Lawson, Petty Officer 3rd Class Michael Bullock and Command Sgt. Maj. Terence McConnell.



photo by Murray Milton

Civilian Retirements

Geral T. Bucy, DI
Robert F.E. Cooney, DA
Albert R. Girard, DH
Walter L. Jablonski, DS
Marilyn R. Jacanin, DA
Eva C. Kraft, DA
Edward McGuire, DH
Timothy H. Pinkham, DI
Albert G. Rauchut Jr., DT
James E. Richwine, DS
Glenn E. Tarvin, DI
William S. Williamson, DI

Civilian Hires

Lawrence A. Beach, DI
Jamie L. Berke, DS
Felicia M. Boggan, DI
Tina E. Cannon, TE
George A. Conner, DA
David W. Fuller, DA
Douglas S. Hall, FE
Sandra C. Hart, DH
Vanessa P. Hill, DS
Ronald O. Jenkins Jr., DA
Cindy S. Jones-Price, DA
Anson C. Joyce, DI
Josh A. Krage, DS
James E. Lightfoot, MC
Claude M. Ligon Jr., DH
Sherri D. Marrs, DX
James F. McIlmail, DT
Timothy I. Nowaczyk, FE
Tige A. Palmer, FE
Esperanza Rocha, DH
Inez S. Sadur, DT
Geoffrey S. Schaab, DI
Stephen F. Toole, J2
Michael B. Tucker, DI
Jonathan B. Walker, DH
Mark W. Wever, DI
Cynthia A. Wyche, DH

Active Duty Hires

Army

Spc. Lisa Dyson, DH
Spc. Brent Snider, DS

DIA Promotions to GG-15

William E. Hiestand, DI
Anthony J. Jamberdino, DS

Robert H. Schapler, GC
Karl M. Schreder, DS
Terri L. Vandell, DA
Louis M. Werdebach, DI

DIA Promotions to GG-14

Orville D. Dee, DI
James L. Ervin, J2
Gwendolynn A. Estep, DS
Luria D. Greene, AE
James S. Jewell, DI
James E. Kauffman, DI
James T. Lacatski, DI
James P. Mancini, DI
Afeni R. Mercer, DS
Cesar Nieves, DA
John W. Pearson, J2
Patrick E. Protacio, DA
John D. Rich, DA
Marie L. Sanders, DI
Nicholas S. Watson, DA

DIA Promotions to GG-13

Charles C. Bunting, J2
Frank V. Casavant, DT
Claudia E. Caslow, DI
Emma M. Clark, DH
Susan L. Craig, DI
Eric L. Demirjian, DI
Michelle F. Karch, DI
Martin F. Kindl, DI
Shawn M. Mahoney, DI
Eric A. Olson, DI
Chong H. Park, OP
Paige M. Prigel, J2
Kristopher J. Reams, DI
Holly M. Sawyer, SM
Darryl L. Shepard, DI
Beth A. Spinelli, DI
Gary C. Steiger II, DI

DIA Promotions to GG-12

Bradley S. Barnett, DS
Roxanne M. Caulder, FE
Tracey K. Fentress, DI
Karen M. Kondash, J2
DeeAnda M. Newton, DA
Aaron T. Payne, DI
Michael J. Quigley, J2
Matthew J. Turner, DI

DIA Promotions to GG-11

Luanne C. Brolly, J2
Mark P. Dudley, DT
Pedro J. Guzman, DI
Ardreine R. Hale, DH
Deborah B. Harding, DI
Veronica P. Jackson, DH
Michelle D. Kelly, J2
Heather D. Long, J2
Lorrie L. Luke, DA
Yolanda McCoy, DS
Charles R. Mills, DT
Kimberly N. Pellechi, DI
Kevin M. Phelps, DI
Kristopher J. Reams, DI

DIA Promotions to GG-10

John R. Brogniez, OP
Rodney T. Bunn, DA
Tawanda M. Carter, DH
Lea-Marie C. Dozier, DI
Patricia A. Jenkins, DI
Vanessa L. Lane, DA
Renita F. Montgomery, DI
Lamarie V. Muse, DS
Starr L. Schmidt, DI
Eric J. Smith, DH

DIA Promotions to GG-09

Cleta A. Gray, TE
Janice M. Hemsley, DS
Adam J. Hise, DI
Alita D. Hunter, DS
Quashetta D. Miller, DS
Gary W. Thompson, J2

DIA Promotions to GG-08

Karen O. Doyle, DA
Laurie L. Weisser, DI

Army Promotions

Lt. Col. Michael F. Sterrett, J2
Master Sgt. Catherine R. Thomas, DI

Air Force Promotions

Master Sgt. Kerry T. Anderson, DA
Master Sgt. Kenneth L. Ash, J2
Tech. Sgt. David J. Bedner, J2
Chief Master Sgt. Frederick Kerzic, DH
Tech. Sgt. Eric S. Lawson, DT
Master Sgt. Anthony L. Smith, DH

DI Senior Middle East Analyst Retires

Senior Middle East Analyst Retires after Serving DIA and the Intelligence Community for 33 Years



By James L. Eden, DI

"Good Morning." This was the good tiding that started each day as Timothy H. Pinkham walked through the office and personally greeted each of his coworkers. It also served as the daily announcement of his arrival in the workplace—the place he had chosen for his life's vocation. Pinkham retired Dec. 31 after 33 years of loyal service to DIA and the intelligence community.

Like many others, Pinkham joined DIA by way of the military. He arrived in 1971 as a naval lieutenant. He began his civilian career in 1975 and remained committed to working Middle East issues for the next 29 years. The list of those who recognized his contributions is impressive and includes DIA directors and senior leaders, U.S. ambassadors, as well as OSD and JCS leaders. These accolades culminated with the awarding of the National Intelligence Distinguished Service Medal by George Tenet, then-director of central intelligence. However, the recognition that means the most to Pinkham comes from his fellow analysts, many of whom he set on the path to analytic excellence.

Peter Fox, who worked in the Middle East Division at Arlington Hall, met Pinkham in 1974 and recalls that he had already gained the reputation as a connoisseur of military equipment. He would have the answer about any piece of equipment. He was often described as a walking Jane's Fighting Vehicles encyclopedia. Anytime someone needed an answer or advice, they could count on Pinkham for help. "Tim taught me the importance of knowing the basics before making an analytical judgment," said Fox. "I know he did this for many others over the years. He was always someone you could count on."

This is part of Tim Pinkham's legacy: mentorship that created a rich medium for growing analysts, many of whom are today passing on that legacy to our newest employees.

In a crisis — and there have been many in the Middle East — Pinkham was unflappable, always maintaining his calm but authoritative demeanor and good nature. Nowhere was this more apparent than his analytic leadership on the many issues related to the Arab-Israeli conflict. He was instrumental in the establishment of a community of interest on the Middle East peace process and Arab-Israeli issues, pulling together the focused knowledge of IC analysts. His expertise was crucial to assessments of

Syrian intentions with regard to Israel and their impact on regional assessments. Pinkham's talents were also at the crisis forefront while he was the Iraq Division SIO in 2001, when he led formation of focus teams for Iraqi leadership, opposition groups and internal security.

In 2003, when we began planning to go to war with Iraq, the Middle East office chief asked Pinkham if he would be willing to help out again on Iraq. He was elated by the offer and said if we are doing Iraq he wanted to be part of the team! In that job he was once again a key player guiding the process of focused assessments critical to the conduct of military operations and policy decisions.

Most recently Pinkham served as the SIO for the Syria/Lebanon Division. Here he took on the familiar role of instructor. Teaching ground forces, doctrine and strategy, he gave a host of new Middle East and South Asia analysts a sound foundation in the never-completed school of military intelligence.

Pinkham could be counted on to humanize the work place with his sense of humor and with his irrepressible optimism that any pendulum that seemed to be going the wrong way would eventually correct itself. He is also a master of historical trivia. One of his more recent probes of our knowledge of U.S. history: "Who was the only 6-star general in the history of the U.S. military?" Needless to say the unanimous response of those who are challenged with this question is based on incomplete knowledge and denial that there ever was a 6-star general! Research of the subject revealed a little-known truth—not to be revealed here! (Why tease the readers like that?)

Pinkham's soft footprints are all over this place, and he will be missed every single day. There has been one constant in the last 33 years of Tim Pinkham's career: the achievement of a level of analytic excellence rarely attained.

The Middle East and South Asia Office will name its conference room in his honor. The Pinkham Conference Room will be a gathering place where the profession Tim loves will carry on, reminded of his legacy.

Tim's friends can send notes — and perhaps a little news of the Middle East (unclassified of course) — to his e-mail at dmsl@aol.com.



Long-Time DI Analyst Retires

Senior Middle East Analyst Retires after Nearly 30 Years Service

By Joseph P. Kerr, DI

DIA's Executive Support Office hosted a luncheon Sept. 30, in Old Town Alexandria to bid farewell to Peter Fox who completed a DIA career that spanned nearly 30 years.

First assigned to DIA in 1974 as a U.S. Air Force captain armed with an advanced degree in Middle Eastern studies, Fox served as a Middle East forces analyst for several years until separating from active duty. In 1977 he returned to DIA as a civilian, and launched a career as an intelligence analyst that would challenge him and tap his superb analytic talents for the benefit of DIA and national security for the next 27 years.

Recalling the highlights of his career, Fox notes a trip to North Africa in 1981 during which he briefed Anwar Sadat on Libya's incursions into Chad. This briefing to Egypt's president was followed immediately by similar briefings to the presidents of Nigeria and Sudan. Later in 1981, he entered the Director of Central Intelligence's Exceptional Analyst program and spent the next year at Johns Hopkins University's School of Advanced International Studies, earning a second master's degree.

On the map as one of DIA's premier Middle East analysts, it was logical that Fox would be tapped – in 1987, during the time of the Iran-Contra scandal – to play a major role in preparing an assessment on the military implications of providing intelligence to Iran. Working with several colleagues, Fox briefed the study's conclusions to the Scowcroft Commission, which included former National Security Advisor Brent Scowcroft and former senators John Tower and Ed Muskie. This experience was followed in 1989 by Fox's selection to attend the Naval War College.

Returning from war college in 1990, Fox soon was supporting Operations Desert Shield and Desert Storm.

And in 1991, Maj. Peter Fox, USAFR, was briefly called to active duty where he continued to serve in DIA.

With the reorganization of DIA in 1993, Fox was detailed to the Arms Transfer Branch and subsequently became the prime drafter of a new DoD unclassified publication to highlight the increasing threat posed by the proliferation of nuclear, biological and chemical weapons and their missile delivery means. Although work on the publication began in 1994, "Proliferation: Threat and Response" wasn't published until 1996. Weapons of mass destruction (WMD) proliferation became the analytical focal point of Fox's efforts through the remainder of the decade and until his retirement.



In addition to drafting the "threat" portion for two subsequent versions, and coordinating its publication and PTR's worldwide distribution, Fox assumed the role as DIA's spokesman for worldwide WMD proliferation developments. He also became the focal point for coordinating intelligence community input to multiple versions of the Secretary of Defense's Annual Report to Congress on WMD proliferation.

Although occasionally present for the making of history, Fox looks back most fondly on the sense of cooperation and camaraderie that made his service with DIA so memorable. When asked for advice to those who follow in his footsteps, he quickly offers his own "Top 10 List," with the "Golden Rule" and "don't let policy or politics influence your analysis" at the top. Also on his list are admonitions to retain one's sense of humor and take care to balance the competing demands of work, home and family.

One last comment, "Good enough for government work" just doesn't cut it! 🌐

Deployment Appreciation Ceremony 2004

Employees Share Experiences Deployed in Support of the Global War on Terrorism



By Noemí Pizarro-Hyman, MD

The Diversity Management and Equal Opportunity Office (MD) and the Hispanic Employment Program Council sponsored Deployment Appreciation Day on Oct. 19 to recognize employees who have deployed in support of the Global War on Terrorism.

As a part of the 2004 Hispanic Heritage Month observance at DIA, the event recognized the sacrifices made by agency employees regardless of their race, ethnicity, gender, deployment or duty assignment.

The ceremony opened with a slide show of photos taken in the Middle East by DIA-deployed personnel, followed by welcoming remarks and an introduction of the keynote speaker from MD Chief Armando E. Rodriguez. Deputy Director for Administration James Manzelmann delivered the keynote address on behalf of Vice Adm. L. E. Jacoby.

In addition, the audience heard from three guest speakers, each representing a major group within the agency. Rolando Rodriguez, USMCR, shared his deployment experiences from an active-duty perspective. Maj. Ann Summers, USA, spoke on serving as a member of a deployed support team. Darren Block revealed what it was like deployed as an intelligence analyst. The speakers' presentations were insightful and thought-provoking. Although their duties varied, a common theme emerged: a commitment to duty, belief in the mission and willingness to do it again, if called upon.

The event concluded with remarks from Manzelmann thanking the guest speakers and those in the audience for their service and dedication to the nation and the agency's mission.

In appreciation, all attendees received a copy of the slide-show presentation and were invited to join the keynote and guest speakers for refreshments in the third-floor atrium. Attendees signed commemorative posters thanking those who have deployed. The posters will be displayed in their honor on the DIAC's living history walls. 🌐



photo by Staff Sgt. Jera T. Stubblefield, USAF



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(Top) Rolando Rodriguez shares his deployment experiences as a Marine Corps Reservist.

(Middle) Maj. Ann Summers, USA, addresses the crowd on her experience serving as a member of a deployed support team.

(Right) Darren Block revealed what it was like deployed as an intelligence analyst.



on the HORIZON

Events for February and March 2005

- February 1–3:** Third Annual MASINT Conference at the Jimmy D. Hill Conference Center located at NRO. For further information refer to: www.crows.org.
- February 9:** Leadership Series: Women in Leadership, Part II, from 9 to 11 a.m. in the Tighe Auditorium
- February 14:** Valentine's Day
- February 15:** Civilian Welfare Fund Book Vendor Sale, from 10 a.m. to 2 p.m. in the DIAC Cafeteria
- February 17:** Black History Month observance: "The Niagara Movement" from 11 a.m. to 12 noon in the Tighe Auditorium
- February 21:** Federal Holiday, President's Day
- March:** Irish American Heritage Month (Presidential Proclamation)
- March 4:** Blood Drive in the Tighe Auditorium
- March 17:** Civilian Welfare Fund 5K Sham-Rockin' Walk/Run at 2 p.m. at Bolling Air Force Base/DIAC
- March 18:** Women's History Month observance: "Women Change America" from 1 to 2 p.m. in the Tighe Auditorium

For further information or updates concerning these events, please refer to the internal communications web site.

On This Day in HISTORY

- 1 January** **New Year's Day**
- 1 January 1962:** Defense Intelligence School established, now the Joint Military Intelligence College
- 2 January 1921:** William Friedman named head of Army Signal Corps Code and Cipher Section
- 3 January 1917:** Birth of Lt. Gen. Vernon Walters, USA, ambassador, deputy director of central intelligence and military attaché
- 4 January 1975:** Rockefeller Commission formed to investigate CIA activities
- 5 January 1957:** Eisenhower Doctrine proposed to protect any Middle East nation from communist aggression
- 6 January 1967:** U.S. and South Vietnamese troops launched major offensive in the Mekong River Delta
- 7 January 1986:** President Ronald Reagan sanctioned Libya for role in international terrorism
- 8 January 1998:** Ramzi Yousef sentenced to life for 1993 World Trade Center bombing
- 10 January 1738:** Birth of Ethan Allen, Revolutionary War hero who used human intelligence to capture Fort Ticonderoga without firing a shot
- 11 January 1984:** Nicaragua shoots down U.S. Army helicopter
- 12 January 1990:** SR-71 reconnaissance program terminated
- 14 January 1741:** Birth of Benedict Arnold, American general and British spy
- 15 January 1943:** Pentagon completed
- 16 January 1977:** Christopher Boyce and Andrew Lee arrested for selling intelligence satellite secrets to the USSR
- 17 January** **Martin Luther King Jr. Day**
- 17 January 1991:** Operation Desert Storm launched—DIA provided significant intelligence
- 18 January 1982:** Lebanese terrorist assassinated Lt. Col. Charles Ray, assistant Army attaché in Paris
- 20 January** **Inauguration Day**
- 20 January 1982:** U.S. Navy sentenced Ensign Stephen Baba to 18 years for espionage
- 21 January 1984:** Chief Warrant Officer Robert Prescott, DAO Guatemala, died in a plane crash
- 22 January 1946:** President Harry Truman established Central Intelligence Group with Rear Adm. Sidney Souers as first director of central intelligence
- 23 January 1968:** North Koreans seized the intelligence ship USS Pueblo
- 24 January 1978:** President Jimmy Carter signed Executive Order 12036, restructuring U.S. intelligence
- 27 January 1973:** Paris Peace Accords signaled end of Vietnam War
- 27 January 1975:** Church Committee began investigating U.S. intelligence community
- 29 January 1991:** First major ground confrontation between Iraqi and U.S. forces in the Gulf War
- 31 January 1961:** SAMOS-2 photo-reconnaissance satellite placed into orbit
- 31 January 1968:** Tet Offensive in Vietnam began—DIA analysts had warned of attack



17 January 2005

Martin Luther King Jr. Day

MLK

